

## **\*\* EBP Starter Kit \*\***

### **As a Director, what do I need to know about Evidence Based Practices (EBP)?**

1. You have to be able to articulate what it is and what it isn't and why it is important to use Evidence Based Practices.
2. You have to evaluate how your organization (and your larger criminal justice community) views offender risk and responds to it.
3. You need to determine how you and your staff respond to change and identify what your organization will need to change in order to implement Evidence Based Practices.

### **How do I get started?**

#### **READ, READ, READ!**

Most of the basics you will need to know about EBP are covered in the following resources:

*Tools of the Trade: A Guide to Incorporating Science into Practice*, Faye Taxman, Eric Shepardson, and James Byrne, U.S. Department of Justice National Institute of Corrections, Maryland Department of Public Safety and Correctional Services, 2004.

Download publication free at [www.nicic.org/pubs/2004/020095.pdf](http://www.nicic.org/pubs/2004/020095.pdf)

*Motivating Offenders to Change: A Guide for Probation and Parole*, National Institute of Corrections, U.S. Department of Justice, June 2007.

Download publication free at <http://www.nicic.org/Library/022253>

*Implementing Evidence Based Practice in Community Corrections: Quality Assurance Manual*, National Institute of Corrections, Community Corrections Division, U.S. Department of Justice, December 2005.

Download publication free at <http://www.nicic.org/Library/021258>

*TIP 35: Enhancing Motivation for Change in Substance Use Disorder Treatment*, SAMSHA, William R. Miller, Ph.D., 1999

Download free at <http://ncadistore.samhsa.gov/catalog/ProductDetails.aspx?ProductID=15543>

*Creating Contagious Commitment: Applying the Tipping Point to Organizational Change*, Andrea Shapiro, Strategy Perspective, 2003, paperback

*Motivational Interviewing, Preparing People for Change*, 2<sup>nd</sup> Edition, William R. Miller & Stephen Rollnick The Guilford Press, 2002, hardcover

*Talking Change*. This is a tutorial booklet and DVD for probation officers on Motivational Interviewing skills developed by Ray Ferns, Restorative Correctional Services, e-mail [RCogMan@aol.com](mailto:RCogMan@aol.com) and Dudley Bush, VADOC, (804) 674-3296 Ext 1047.

**Learn what criminogenic factors are** and how they can be used to predict high risk offenders who are more likely to recidivate. While they might be named slightly different in different resources the factors are pretty much the same. Create exercises for staff to practice identifying these factors in their current caseload.

*Tools of the Trade identifies these six:* 1) Anti-Social Values, 2) Criminal Peers, 3) Low Self-Control, 4) Dysfunctional Family Ties, 5) Substance Abuse, 6) Criminal Personality

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**Learn about the *Stages of Change Model*** (see *Tools of the Trade* for more information)

- Pre-Contemplation
- Contemplation
- Determination
- Action
- Maintenance
- Relapse

When Probation Officers understand that change is a process (and not just a requirement because it is court-ordered) they will be better able to encourage and motivate their clients as they progress in treatment or pursue other goals while on probation.

Understanding the *Stages of Change* is also essential for Directors to evaluate where they are, where their staff are – (they will not necessarily be in the same place), and the organization as a whole. Until you know where you are you really can't "start implementing EBP."

**How do I determine what to change and how do I get my staff involved?** It is essential to involve staff in the change process from the very beginning. Share with them everything you learn. EBP requires a change in mindset. Here are some first steps you can do as a director to get started:

Distribute, read, and discuss prepackaged material to get started – *Tools of the Trade*, *Motivating Offenders to Change*, *TIP 35: Enhancing Motivation for Change in Substance Use Disorder Treatment*, *Talking Change*, etc.

Look at your mission statement Is it only about minimizing risk, or *Risk Control*? How can it be modified to address *Risk Reduction*? This is a great exercise to conduct at staff meetings to get everyone thinking and talking about what it means to have an EBP focus. Identify what your agency will need to change.

Look at your hiring process What are the qualities you have been screening for? Are your staff mostly authoritative (law and order types) oriented? ("Do what I say or be violated!") How can you implement behavioral interviewing to find employees who can facilitate change as well as set boundaries?

Look at your job descriptions. Do they reflect the behaviors Probation Officers will need to exhibit to be successful at implementing EBP? Be sure your expectations are clear to both existing staff and new staff.

Keep your CCJB, Judges, and Commonwealth's Attorneys informed of what you are doing by giving progress reports at board meetings. Don't start this until you can adequately explain what EBP is. Once you get started this is a great way to chronicle your efforts and keep track of what still needs to be done.

Talk to your local CSB folks. They are probably already familiar with Stages of Change, Motivational Interviewing, and other EBP concepts. Invite them to a staff meeting to tell you about their efforts.

Motivational Interviewing is a great skill but the training commitment is extensive (generally one full week). If this isn't practical at this time you can still expose your staff to some of the basic concepts such as: Ask open ended questions and use reflective listening. Hold practice sessions at staff meetings to give Probation Officers an opportunity to learn and practice these new skills.

**\*\* Contact EBP pilot sites or visit the DCJS website for more information. \*\***